

Role and Competence of the Manager of the Example of a Production Enterprise

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INTRODUCTION

Nowadays, human capital is considered to be the most valuable wealth and at the same time the most important factor of success for any enterprise (Al-Jinini, Dina Khalid et al., 2019, Urzelai, Puig, 2019). Therefore, personnel management plays an increasingly important role in the organization (Chang, et al., 2019). It is necessary for the enterprise to have a human resources management system (HRM). This system is aimed at organizing the work process, ensuring an appropriate level of motivation, as well as acquiring and maintaining qualified employees. In order to efficiently implement the tasks of the HRM system and the goals of the company, it is necessary to appoint responsible and competent people – managers who will be responsible for managing a team of employees (Joo, Jee Young, 2018, Zhou, et. al., 2018).

„Human capital is the pool of expertise, attitudes, health, motivation, skills, experience and skills gathered by employees in a given organization, which have a certain value. Thanks to it, it is possible to obtain higher income for an employee (owner of human capital) and an organization that uses this capital on certain conditions” (Encyklopedia zarządzania). Human capital includes elements such as (Ludwiczyski, 2003):

- a system of values and standards resulting from the organizational culture in the company;
- relations between employees, mutual cooperation and knowledge sharing;
- competences, knowledge, experience, personality traits.
- According to J. Fitz-Enz theory, human capital consists of (Fitz-Enz, 2001):
- individual characteristics, e.g. intellect, honesty, commitment;
- predispositions, e.g. imagination, reason, creativity, acquisition of knowledge;
- motivation and qualifications, e.g. the ability to cooperate with others and information sharing, focusing on the goal.

Human resource management is "decision-making and implementation of actions aimed at providing to the organization the necessary human resources

that contribute to the realization of the mission and strategy of the organization in an efficient manner" (Tyrańska, 2012). According to Kostera M., this term means the management of social potential and is a cycle consisting of elements or phases that mutually condition and repeat each other (Kostera, 2004). In this case, the management consists in the proper selection and harmonization of individual phases in such a way that they are coordinated with the company's strategy (Kisielnicki, 2005). Poczowski defines human resources management as "A process consisting of logically related activities aimed at providing the organization, at a given time and place, the required number of employees with appropriate qualifications, and creating conditions that stimulate effective behavior of staff in line with the organization's superior goal" (Poczowski., 2007). In turn, P. Lourt believes that it is a set of activities consisting in the placement of employees, striving for their development and constant increase of the level of motivation (Lourt, 1995). Human resource management [HRM] has a number of different functions relating to employees working in a given company. The most important roles of HRM are (Tyrańska, 2012): planning, recruitment, remuneration, evaluation, development and derecruitment.

Human resource management is implemented by persons (managers, directors, supervisors) who are management staff (Mendes et al, 2019). Their task is to coordinate the work of subordinates in the field of:

- preparation and organization of workplaces in accordance with the principles of occupational health and safety;
- care for the efficiency of personal protective equipment and their use as intended;
- work safety;
- care for working conditions – condition of the rooms and their equipment;
- observing health and safety regulations by employees.

The management staff can be divided into two categories: management staff and managers of separate organizational units (Prawo Pracy w orzeczeniach Sądu Najwyższego). In the literature on this subject, various concepts related to the functions that a person in a managerial position should fulfill are specified (Park; Faerman, 2019). According to H. Fayol, they are not limited to the functions of the management process, but also cover other areas related to the entire enterprise. The author lists the following functions (Kuc, Żemigala, 2010): technical – related to the production of goods or services; financial – related to the acquisition and disposal of financial resources; accounting – related to monitoring changes in the company's assets; commercial – related to the purchase of semi-finished products and the sale of finished products; protective – related to the supervision of employees; managerial – related to planning, organizing, conducting and controlling work. These functions should be carried out by the person managing both the team and the work process (Karkkola, et al, 2019). Managers can be divided according to two criteria (Table 1): management level or area of activity (Griffin, 2017).

Table 1 Division of managers due to the level and area of activity

Criterion	Types of managers	Description of activities
Management level	Top managers	they include presidents, vice presidents and executive directors; they are responsible for creating the organization's vision and control its course; they are representatives of the company.
	Middle managers	they include the heads of particular departments and managers of the company; they are responsible for planning the implementation of the vision of the company, adjust the subordinates' predispositions to the requirements of superiors; they are subject to the top management and are the superiors of the first-line management.
	First-line managers	they include foremen, masters and persons who control over task performers, they are responsible for managing the tasks of serial employees; they are responsible for the team's performance.
Working area	General managers	they supervise and are responsible for the functioning of the entire enterprise.
	Functional managers	they supervise and are responsible for the functioning of a specific department or scope of activity, e.g. production, trade, research and development

Source: Based on Wolniak, 2017

Each person employed in the company has a specific role depending on the competences, responsibilities and position held in the organizational structure. H. M. Mintzberg has developed the best-known classification of management roles (Table 2).

Table 2 Classification of management roles by Mintzberg

Category	Management roles	Characteristic
Interpersonal roles	Figurehead	A manager represents the company outside, gives interviews and participates in various conferences or meetings with the media, takes care of the company's image.
	Leader	He leads, supervises, guides and manages employees. He takes part in hiring staff, evaluating the work of subordinates, rewarding or punishing them, creates appropriate attitude of employees towards the company.
	Liaison	A manager who relays information's between departments, is responsible for public relations and advertising, integrates goals of subordinates with the goals of the organization.
Informational roles	Observer/Monitor	He monitors changes on the market and the behavior of competitive companies, gathers all external information that is relevant to the organization and relays them to the coworkers.
	Disseminator	He collects information and sends them outside the organization. Also he is responsible for the document and information flow system.
	Spokesman	A manager with dual function - he represents point of view of the employees in respect to the company and reversely.
Decision-making roles	Entrepreneur	A manager encourages subordinates to share ideas, tries to improve and develop the company.
	Disturbance handler	He tries to react and prevent conflicts in the company, helps in solving misunderstandings.
	Resource allocator	A manager distributes the resources necessary to carry out tasks, such as: money, working time or tools, and ensures the most effective division of those resources.
	Negotiator	He conducts negotiations with contractors as well as with people in the organization.

Source: Based on Zakrzewska-Bielawska, 2012

On the basis of the classification of management roles, it can be distinguished the features necessary to guide people. Tasks of the manager are complex because they concern individual people and the whole organization, therefore they require using many skills at the same time. There is a certain set of skills, to help choose a profile of an ideal manager who should be based on characteristics such as (Ciesielska, 2007):

- leadership – oriented not only on the implementation of the task and the achievement of the goal, but also on employees;
- authority,
- communication – clear and legible, understandable for everyone, as well as requiring the ability to listen and search for a common solution;
- wide thinking;
- explaining conflicts and solving problems, analysis of causes and elimination of their consequences;
- making accurate decisions based on available information resources.

According to R. W. Griffin, the process of acquiring managerial skills shares in two stages: get acquainted with theoretical issues (education) and then using them at work (practical application of knowledge). The author distinguished four areas of skills: technical, interpersonal, conceptual, diagnostic and analytical (Griffin, 2017). The first group included those skills that are necessary to perform or understand a given work, e.g. support for specific computer programs or knowledge about the production process. The second group concerns social skills related to establishing contacts and motivating employees. The group of conceptual abilities is creative thinking, searching for new and original solutions, as well as the ability to resolve conflicts. To the last sphere he included the possibility of adjusting the appropriate reaction to the existing situation and the ability to forecast its consequences (Wolniak, 2017). The importance of conceptual skills increases with an increase of the level at which the manager is functioning. Skills related to interpersonal relationships are the most important for middle-level managers, and the least for top management. Good technical qualifications are necessary for line managers. The difference between the value of individual skills depends on the subject of managerial responsibility at different levels of management.

In human resource management, an important notion is the term "competences", which means the scope of knowledge, skills or human responsibility (Markowski, Pawelec, 2003). Management science defines competences in two aspects: general and detailed. In general, the term competence is associated with the abilities of a given employee (Tyrańska, 2012). In detail, it is the practical use of personality traits, education and work experience (Bartkowiak, 2002). Managerial competences, which constitute a special type of competences, form the basis for efficient management and an effectively functioning manager. They are understood as "a group of inner characteristics of the manager, including his personality, knowledge, skills, attitudes, experience and responsibility, which remain in a cause-and-effect

relationship with the manager's behavior that determines effective, efficient and ethical management" (Tyrańska, 2012). The success of the organization depends primarily on the role of the manager, because among all employees of the organization understood as assets, the manager has the greatest potential to influence its development (Gruchała, 2007).

Numerous researches carried out by scientists to identify factors relevant to the management processes have allowed for isolation of several concepts on the styles of leaderships used by the managerial staff. The authors of various ideologies have distinguished management styles based on factors conditioning behavior of the management (Gansen-Ammann, Dominic-Nicolas; et al., 2019). In the literature, the first classifications of management styles are identified with the analysis conducted by Kurt Lewin, Ronald Lipitt and Ralph K. White, who developed three styles of management, and then examined how their application affects the team of employees. According to these authors, the following styles of leadership are distinguished (Jasińska, 2009): autocratic, democratic and liberal (non-interventional).

The first method of management assumes that the employee does not care about work, he strives to reduce effort, responsibility and any duties. The person managing such an employee in order to perform the tasks must be demanding, therefore the manager-autocrat subordinates his employees to his findings, defines goals, distributes the work and individual tasks between employees and determines the ways of their implementation. He constantly controls his subordinates, gives orders and imposes penalties. This way of managing may result in high work efficiency, but its value, quality and originality will be low due to the inability of the employees to present their own initiatives or ideas. The use of autocratic style by managers is beneficial if the tasks are performed under time pressure or the staff is not adequately qualified (Cwalina, Sobek, 1997).

In the democratic style, it is assumed that a man with pleasure and passion engages in his work, puts all skills into it, can be responsible and realizes the goals set by the superior. The manager does not need to constantly control the work, he encourages the team to share ideas without imposing work methods or division of tasks. A democratic manager willingly praises his employees, which results in increasing their level of motivation and satisfaction, and thus commitment to the work. The efficiency of the group led by the democrat is lower compared to the autocratic manager, but the quality of its performance increases in this case. Applying this style of managing is useful for well-qualified employees who need the freedom to act at work (Żukowski, 2001).

Non-interventional style is a liberal way of managing, in which the manager is not much involved in subordinates' activities, leaving them complete freedom in organizing work. His managerial role is limited only to checking the compliance of the final result of the action with the set goal. He does not use incentives and rewards and also does not apply penalties, does not evaluate his employees and he does not participate in the work process. A liberal manager does not show any creative activity, he only provides information when asked to do so (Mendel, 2006). This method is considered as the least effective and the work

results are generally of low quality. The motivation level of the team is very low, which translates into the effects of their work (Cwalina, Sobek, 1997).

METHODOLOGY OF RESEARCH AND RESULTS

The aim of the article is to define the characteristics, skills and activities that constitute model attitudes of management, as well as to identify ways of managing that are functioning in a selected company. The scope of the work includes the results of a survey in which the participation of employees was voluntary. The survey facilitates getting to know employees' opinions about specific managerial behaviors. The results allow us to assess the impact of these behaviors on work efficiency and to draw conclusions about the appropriate tools that the manager should use to ensure proper cooperation between the manager and the team, which will help achieve goals and increase motivation and satisfaction among employees.

The survey contained 25 questions about managers, their competences, behaviors and applied management styles. Additionally, at the end of the survey, questions were provided that allowed characterization of the group under analysis in terms of sex, age, seniority or department in the company where they were employed. Most of the questions required one answer, but the ones that allowed to characterize the ideal manager enabled to choose three answers. The survey was completed by 40 employees of the company who voluntarily and anonymously agreed to participate in the study. They were people working in various departments of the company.

The company in which the analysis of management styles was made is a production company that produces juice, nectars, drinks and mineral waters. The products are offered on the domestic and foreign market. The company applies and adheres to the requirements contained in international standards in accordance with the European Union directives necessary in the production of food, and constantly verifies and improves the Quality Management System. In the organizational structure of the company, apart from the management, seven departments can be distinguished, which are directly subordinated to the management. The main departments of the analyzed company are: accounting department, production and logistics department, warehouse department, mechanical department, commercial department, laboratory department, property supervision department. Each of the listed faculties is managed by a separate manager, who leads the work of smaller organizational units.

Survey questions referred not only to the top management in the analyzed company, but also general managerial behaviors. Employees could express their opinion on the efficiency of the superior. The survey was completed by 40 employees of the company, 58% of whom were women and 42% of men.

Most of the respondents (45%) were between the age of 25 and 35, while the smallest proportion were people aged 20 to 25 (6%). Nobody was less than 20 years old and more than 66. The largest part of the respondents were people working in the laboratory and in the warehouse. In each of these groups, their

share was 36%. On the other hand, the least employees indicated the office as a place of work or others not mentioned in the survey.

For the purpose of this work, seven of the survey questions were selected for analysis:

1. In your opinion, what education should a manager have?
2. Which management style best influences the effective work of the team?
3. What makes a manager have authority?
4. The most important features describing a good supervisor are ...
5. What do you expect from your supervisor while completing tasks?
6. Please choose the description that best characterizes your supervisor.
7. What influence on your motivation to work does a management style used by your supervisor?

The first question in the questionnaire concerned the education that a good manager should have. Figure 1 presents the responses of the surveyed group, the majority of which concluded that higher education should characterize managers. Less than 25% of employees think that it has no impact on the management process.

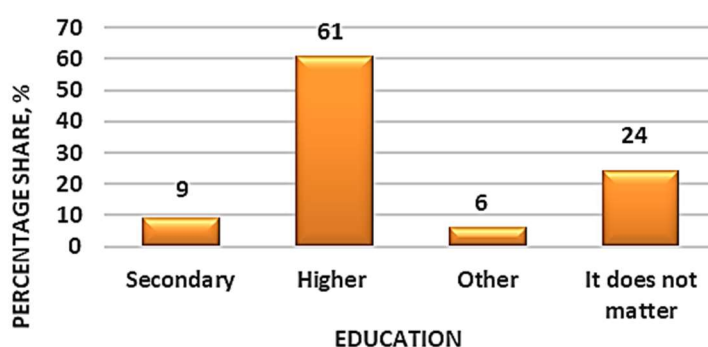


Fig. 1 Education that a manager should have according to surveyed group of employees

Source: The authors' study based on data from the enterprise

The second question concerned management styles that best influence the effective work of the team. Among the proposed answers are styles: democratic, autocratic, passive and diversified. More than half of the employees chose the democratic style, characterized by mutual cooperation between the superior and subordinates, and support from the manager. For one third of the respondents, the ideal style does not exist, therefore they decided that the best way of management is to combine different styles and create a diversified way of managing. Only 3% of investigated group of employees think that effective work is guaranteed by the passive approach of the manager, while 12% of the respondents have the opposite opinion, claiming that they will work more effectively with an autocratic manager who does not involve his subordinates in the process of work organization. Figure 2 shows the opinions of the respondents regarding the effective style of managing.

The task of employees in the next question was to determine what influences the authority of superiors. Among the proposals were: knowledge possessed, personality traits, and a value system designated by the manager.

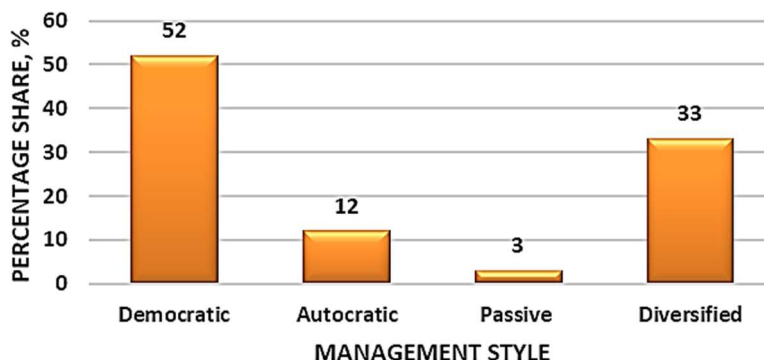


Fig. 2 Effectiveness of management styles according to respondents

Source: The authors' study based on data from the enterprise

There was possible to choose all of the above-mentioned aspects or add your own factors that gives authority for the superior. The respondents' answers were varied, so it can be concluded that all the separated components affect the manager's authority. Most people, however, think that the knowledge and skills possessed by the manager have the decisive influence. Among the respondents' proposals was the answer that just having a managerial position affects the manager's authority. Determinants of having the authority according to the studied group are shown in Figure 3.

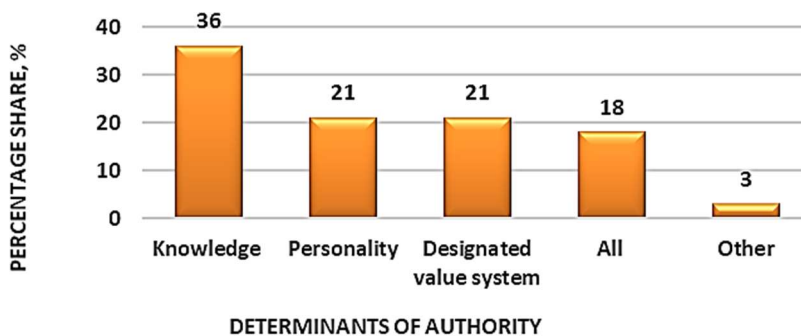


Fig. 3 Factors conditioning the possession of authority

Source: The authors' study based on data from the enterprise

The results of the next question allow to learn the most important features of the manager according to the employees' opinion (see Figure 4).



Fig. 4 Features of a good manager according to respondents

Source: The authors' study based on data from the enterprise

An effective manager should have appropriate professional experience, respect his subordinates and take responsibility for the work and decisions taken. Equally important, but chosen by a smaller part of the group, are: intelligence and appropriate authority, while the smallest share was obtained by maintaining friendly relations with the team and the sensitive nature of the superior. According to the responders, the sense of fear, stress and passivity in the work definitely do not belong to the effective manager.

To ensure efficient implementation of tasks, the management should know the employees' expectations regarding the organization of their work. Responders were to choose one variant of giving orders by the supervisor and a way of controlling work that would meet their expectations towards the manager. The proposed answers corresponded to different styles of leadership in the following order: autocratic style – giving commands and constant control, democratic – defining methods of work with limited control, liberal – freedom of employees in choosing the way of the task complete. The fourth option included the submission of own expectations to the manager, but none of the respondents gave their suggestions. Figure 5 shows the percentage share of the team expectations regarding control and organization of their work by supervisors.

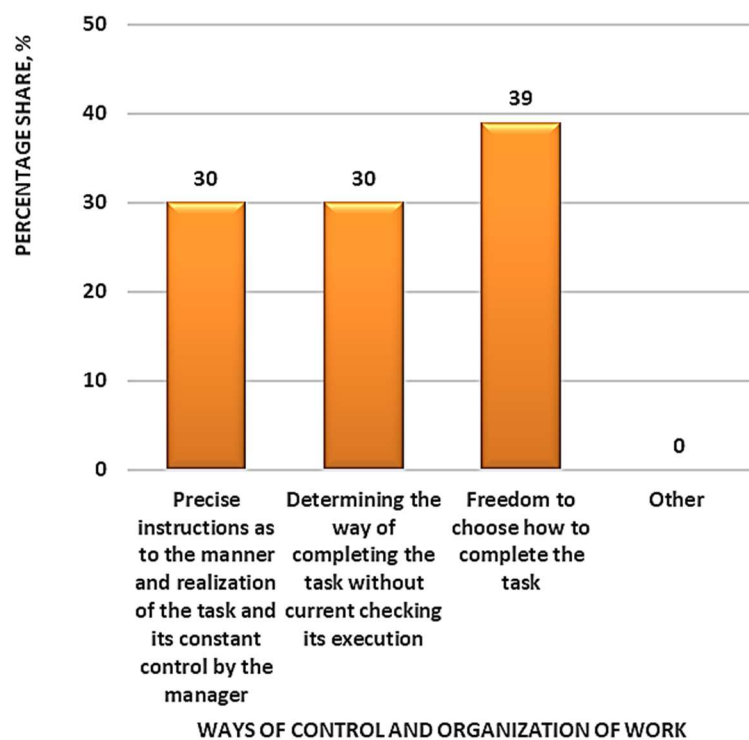


Fig. 5 Expectations of the team regarding the control and organization of work by supervisors

Source: The authors' study based on data from the enterprise

The task of the respondents was to choose from among three descriptions of managers, this one who most closely reflects the behavior of their supervisor. Figure 6 shows the management styles applied in the analyzed company according to the surveyed group, of which more than half recognized their manager as an autocrat. 30% of employees take part in the organization and selection of tasks and have an impact on decision-making processes thanks to

the supervisor who applies the democratic style. The smallest part of the respondents decided that their supervisor does not get involved in the organization of work.

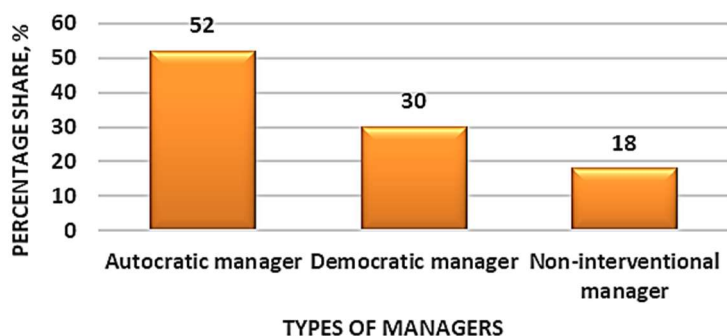


Fig. 6 Management styles applied in the analyzed company according to the responders

Source: The authors' study based on data from the enterprise

The above-mentioned management methods used towards the surveyed employees affect, inter alia, their motivation to work. The superior, through his managerial actions, can have a various impact on the mobilization of his employees. One of these methods may be the continuous motivation of the team, which remains at a high level, or on the contrary, the manager may cause complete discouragement to work. Figure 7 presents the results concerned with the question, in which the respondents were asked to determine the effect of managerial actions on the level of motivation to work (a – I am motivated to work all the time thanks to my supervisor; b – my motivation to work is at a high level, although the supervisor sometimes has a demotivating effect on me; c – the style of team management used by my supervisor rather demotivates than motivates; d – I come to work absolutely demotivated, my supervisor only deepens the problem).

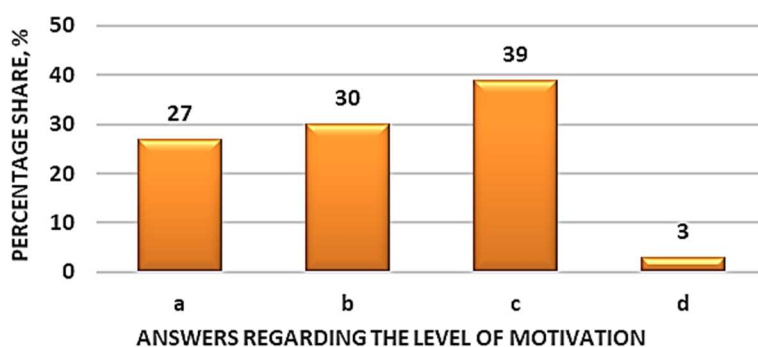


Fig. 7 The effect of managerial actions on the level of motivation to work according to responders

Source: The authors' study based on data from the enterprise

Most of the group decided that the manager has not positive effect on the motivation. 30% of respondents usually have high motivation thanks to their supervisor, while only 3% of the group comes to the work as completely discouraged by their manager.

CONCLUSIONS

The aim of the work was to determine the role and skills that a manager in a production company should have. Additionally, the employees' expectations regarding managerial behaviors were described, as well as the behavior of the superiors in the surveyed enterprise was characterized.

The following conclusions and statements resulting from the considerations presented in the paper were formulated:

- A good manager is a person with higher education and experience in working with people.
- The authority is important in the work of the manager, which affects the effectiveness of human resources management and increases the accuracy of the decisions made. According to the respondents, having the authority depends on the knowledge and skills of the manager, and its reinforcement is provided by an objective approach, good organization and work planning.
- The liberal style was assumed as the expected style of management, that enables employees to participate in decision making and work organization, including the best results and effectiveness according to the respondents ensures a democratic style.
- Most of the respondents claim that their supervisor uses the democratic style in team management, based on mutual cooperation. The manager rarely motivates to work and criticizes his employees from time to time.

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Abstract.

The article presents the subject matter in scope of human resources management in an exemplary production enterprise. The company under study is a production enterprise that produces: juice, nectars, drinks and mineral waters. The characteristics, skills and activities that constitute model attitudes of the management were determined, as well as the ways of management that exist in the selected company were identified. The paper also presents the results of a questionnaire survey in which employees' opinions on specific managerial behaviors and their impact on work efficiency were presented. Additionally, the employees' expectations regarding managerial behaviors are described. The survey was completed by 40 employees of the company who voluntarily and anonymously agreed to participate in the study. They were people working in various departments of the company.

Keywords: competences, human resources management, management styles